



***Applying Measures of Program Effectiveness  
to Expand Resources and Improve Client  
Outcomes***

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## **Topics**

- ◆ **Overview of Measures, Indicators and Benchmarks  
*Used in Civil Justice Programs***
- ◆ **Collecting the Data For These Measures**
- ◆ **Applying These Tools to...**
  - Improve Effectiveness
  - Expand Resources

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## Measures, Indicators and Benchmarks

- ◆ **Measures: *How many miles did we go?***

*In civil justice programs, some measures are:*

- ◆ How many clients did we serve?
- ◆ How many dollars did we spend?
- ◆ For how many clients did we achieve a specific outcome – e.g., *obtained a protective order?*

- ◆ **Indicators: *What's our gas mileage?***

*In civil justice programs, some indicators are:*

- ◆ How many cases did we handle per \$10K in funding we got?
- ◆ In what percentage of cases did we achieve the outcome we sought?

- ◆ **Benchmarks: *How do OUR results compare with "typical" performance...***

- *In our state?*
- *Across the nation?*

### An Example: Case Output of Regional Legal Aid Program in Pennsylvania

| Indicator                               | Indicator Value For This Program | Benchmark<br><i>Median of LSC-Funded Programs</i> |
|---|----------------------------------|---|
| <b>1. Cases / \$10K</b>                 |                                  |   |
| <b>A. Overall</b>                       | <b>24.5</b>                      | <b>15.2</b>                                       |
| <b>B. Brief representation cases</b>    | <b>15.5</b>                      | <b>10.4</b>                                       |
| <b>C. Extended representation cases</b> | <b>7.4</b>                       | <b>2.8</b>  |
| <b>2. Cases per Casehandler</b>         | <b>270</b>                       | <b>160</b>  |

## Examples of Indicators for a “Strategic Scorecard”

- ◆ **Case Output**
  - Cases per \$10K
  - Cases per advocate
- ◆ **Client Satisfaction**
  - Percent “Highly” or “Somewhat” satisfied
- ◆ **Resource Development**
  - Funding per 10,000 eligible people
  - Funding diversification
  - Funding trend
  - % of total funding that comes from program’s resource development efforts
- ◆ **Staffing**
  - Average years of experience in profession – lawyers, paralegals
  - Salaries, by experience level
  - Turnover/Retention Rate, by Job Category
- ◆ **Outcomes**
  - Percent of cases of type “X” that achieved outcome “Y”
  - Dollars Obtained for clients

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### A “Scorecard” Summarizing a Benchmarking Analysis

#### Legal Services of Eastern Missouri (LSEM)

##### Hallmarks:

- Experienced expert staff
- Mix of “service cases” & broad scope work...
  - Major litigation
  - Public policy development
  - Community collaboration
  - Special projects
- Resource development
- Holistic services
- Private bar support

##### Strategic Scorecard

|   |   |
|---|---|
| • Securing resources                    | A |
| • Casehandlers per 10,000 eligible      | B |
| • Pro bono participation                | A |
| • Case output -- all cases              | A |
| • Case output -- extended service cases | A |
| • Matters output                        | B |
| • Case services - urban counties        | A |
| • Case services - rural counties        | A |
| • Broad-scope services                  | A |
| • Experienced legal staff               | A |
| • Investment in technology              | A |

Score Key: A = in upper range of legal aid programs nationally; B = In mid range; C = Below mid range.

## Collecting the Data

*You're probably already doing it with your...*

- ◆ **Case Management System**  
*(cases, clients)*
- ◆ **Program systems used in producing reports to funders**  
*(funding, staffing, expenditures)*
- ◆ **Systems for tracking client satisfaction**

## In Some States (NY, VA, TX, MD) Funders Have Supported Outcome Measurement Systems.

### *At case closure, the advocate records:*

- **Outcomes achieved** (chosen from a list) – e.g., “avoided eviction or obtained additional time to seek alternative housing”
- **# people benefited** (usually household size)
- **\$\$ dollar benefits achieved**
  - ◆ Back award - \$\$
  - ◆ Income stream - \$/month

## Expanding Resources: Applying These Tools to Tell Your Program's Story

- ◆ "We are highly successful in the cases we handle. With more resources we could do even more."

### From Outcomes Data (VA & NY):

- 87% of "extended representation" SSI/SSD legal aid cases were successful
- Average dollar award for "successful" cases = **\$6,520** back award + **\$420** monthly
- Every **100** extended representation cases produces:
  - ◆ **\$2.2 million** in income for low-income families
  - ◆ A **\$4.0 million** economic stimulus effect for the local community